

S T A T E O F M O N T A N A

Employee Profile
JANUARY 2009

OFFICE OF THE GOVERNOR
STATE OF MONTANA

BRIAN SCHWEITZER
GOVERNOR



JOHN BOHLINGER
LT. GOVERNOR

January 2009

I am pleased to introduce this year's State of Montana Employee Profile. In November, I signed an Executive Order (see Appendix B) that reiterates this administration's work to ensure equal employment opportunities in Montana state government. I hope you will take a minute to read that Order.

This Employee Profile provides information on our Equal Employment Opportunity program and workforce demographics and answers questions about state employees in the executive branch.

This year's report is a bit different from the reports in years' past. This year, we included information we believe will present a more rounded view of the workforce in the executive branch. Some of the areas we added include:

- retirement eligibility,
- generational breakdown of the workforce,
- a review of state employee benefits and trends,
- a glimpse into the recruitment and retention forecast for the next few years,
- an analysis by gender and minority including a comparison to the workforce of Montana, and
- location of state workers by county.

I am proud to include myself in the ranks of Montana state employees – citizens who work hard every day to provide vital and essential services to our fellow Montanans. They provide for public safety, protect and conserve our natural resources, manage and deliver critical health and human services, and ensure the infrastructure of our great state is solid and sustainable. State workers truly make our state the treasure state.

I hope you will find the Employee Profile of value. We encourage you to pass along any questions to the State Human Resources Division of the Department of Administration at 444-3871.

Sincerely,

A handwritten signature in blue ink, reading "B. Schweitzer".

BRIAN SCHWEITZER
Governor

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Introduction

Montana state government's ability to meet its mission, vision and goals depends on the quality of the workforce. The State Human Resources Division, Department of Administration, functions to assist the State of Montana in becoming an "employer of choice" – a competitive recruiter and long-term employer of successful employees.

The State Human Resources Division publishes the "Employee Profile" annually. The profile reports information on the executive branch workforce excluding elected officials and their exempt personal staff, university system employees, and employees of the Montana State Fund.

This year, we enhanced the traditional "Employee Profile" to include a more in-depth look at the executive branch workforce. The report includes information on employee demographics, benefits, leave use and accrual, compensation, as well as, labor relations and diversity statistics. In addition, the report contains information on employee retirement eligibility and county of residence.

We have organized this report into these chapters:

- Chapter I reports employee demographics,
- Chapter II contains reports related to employee pay,
- Chapter III contains information on employee benefits,
- Chapter IV provides the status of the state's diversity program, and
- Chapter V includes information on collective bargaining and labor relations.

Each chapter includes a summary of the information contained in the detailed reports, charts, and graphs that follow.

For additional information or questions concerning this report, please contact Linda Davis at (406) 444-3796, e-mail ldavis@mt.gov, John Pavao (406) 444-3984, email jpavao@mt.gov, or mail to:

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NOTE: Alternative accessible formats of this report will be provided on request. Persons who need an alternative format should contact the State Human Resources Division, Department of Administration, 125 N. Roberts St., PO BOX 200127, Helena, MT 59620-0127. Telephone 406-444-3871. Those using a TTY may call through the Montana Relay Service at 711.

Chapter 1 – Montana’s Executive Branch Employees

There are approximately 11,559 regular full-time and part-time employees in the executive branch. This chapter provides information on the average employee, workforce occupational groups, retirement eligibility, generational breakdown, and number of employees and payroll by county. Also addressed is the employee turnover and hire rates, termination statistics, and a recruitment and retention forecast.

The average employee is 47 years old, has worked for state government 11 years, and earns \$42,474 annually. The average age and years of service have remained relatively the same over the past four years.

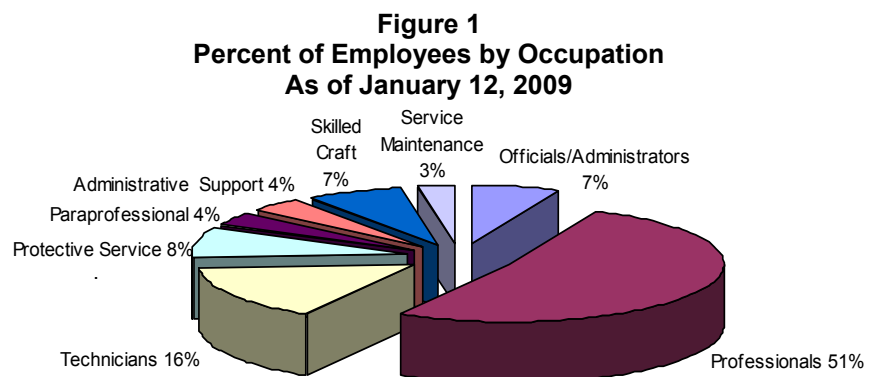
Over half of employees hold positions requiring a college degree or equivalent education and experience.¹ In contrast, only 18.2 percent of Montana’s jobs require a bachelor’s degree or higher level of education.²

In the next 10 years, the number of employees eligible for full or partial retirement will grow to 89 percent. Eligible employees may delay their retirement from state government, however, based on the recent economic downturn.

Occupational Groups

Figure 1 illustrates the breakdown of the workforce by occupational group on January 12, 2009. Professional-level positions once again constitute the largest occupational group, representing 51 percent of the workforce. This group holds positions requiring a minimum of a college degree or equivalent education.

Professionals, technicians and protective services combine to represent 75 percent of the work force. The remaining 25 percent of the workforce is composed of skilled craft, officials and administrators, administrative support, paraprofessionals, and service and maintenance.¹



Source: Department of Administration, State Human Resources Division, Human Resources Policy and Program Bureau

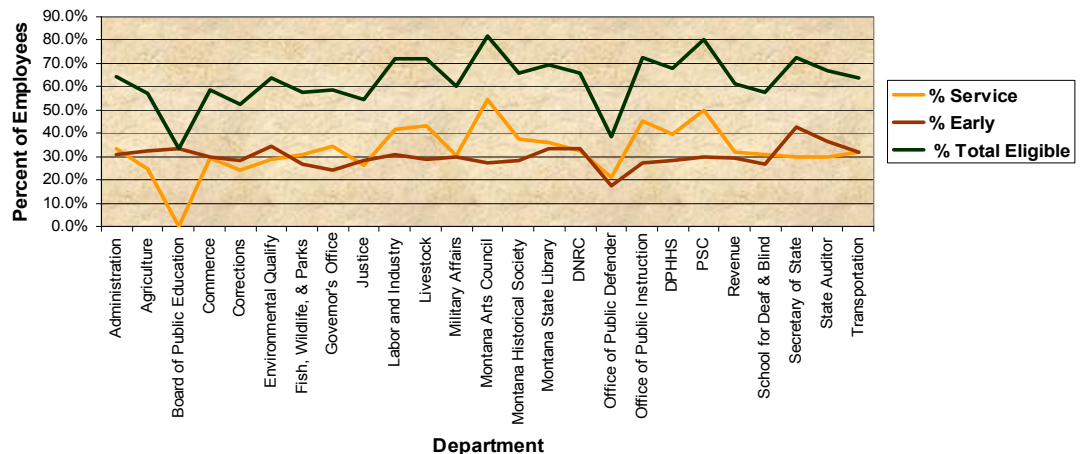
¹ Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

² Occupational Employment Statistics (OES).

Retirement Eligibility

Montana's executive branch workforce is aging. In May 2004, 36 percent of employees were eligible for full or partial service retirement. In the next 10 years, the number of eligible employees will grow to 89 percent of the executive branch employees.¹ Figure 2 represents the retirement eligibility projections for the next five years by department.

Figure 2
5 Year Projected Retirement by Department
April, 2008



Note: Early retirement - 25 years of service or age 50 or older and 5 years of service

Full service retirement - 30 years of service or age 60

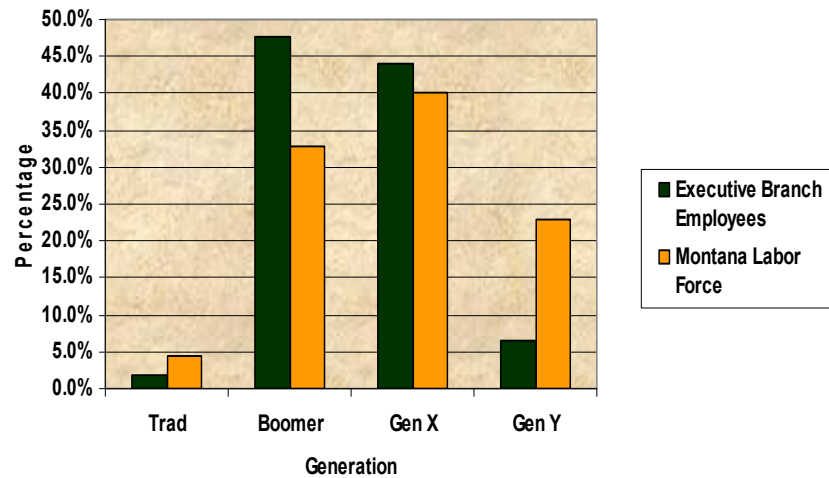
Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Generational Makeup

The generational make-up of the workforce is split between baby boomers (49-65 years of age) and generation X (29-48 years of age) at 47 percent and 44 percent respectively. Generation Y (16-28 years of age) represents 6.6 percent of state government's workforce. In contrast, 23 percent of Montana's labor force is generation Y.³ Figure 3 illustrates the comparison between the executive branch and the Montana labor force.

³ Department of Labor and Industry, Workforce Services Division, Research & Analysis Bureau.

Figure 3
Generations of Executive Branch Employees
Compared to the Montana Labor Force
January 12, 2009

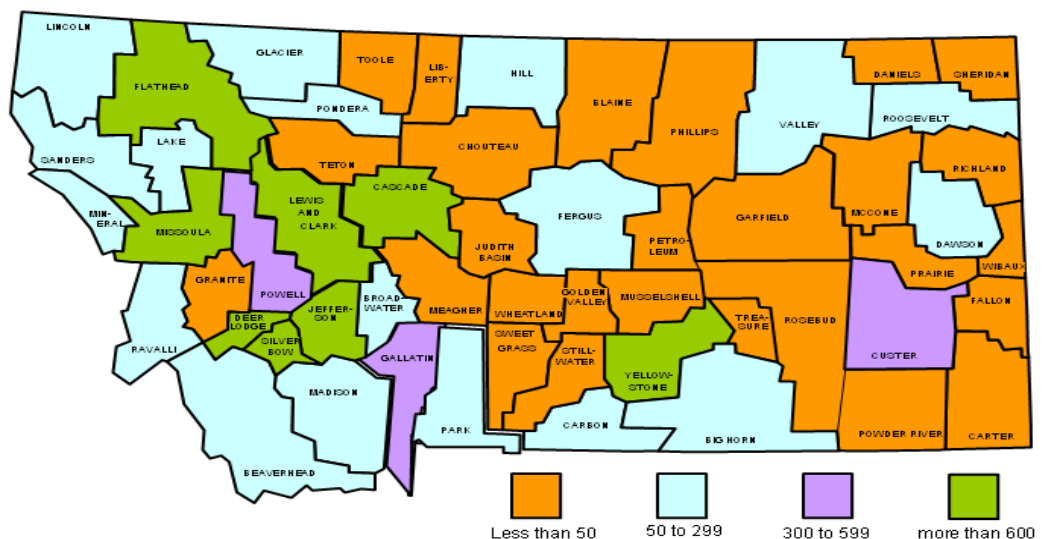


Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Counties of Residence

Executive branch employees work and live in every corner of Montana. The largest representation, 41.5 percent, lives in Lewis and Clark County. Figure 4 breaks down the number of employees who live in each county. Figure 5 shows the number of executive branch employees who reside in each Montana county and the total annual payroll for each county as of December 2008.

Figure 4
Executive Branch Employees by County of Residence
Calendar Year 2008



Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau and the Department of Labor and Industry, Workforce Services Division, Research & Analysis Bureau.

Figure 5 2008 Annual Payroll for Executive Branch Employees by County of Residence					
County	Resident Employees	Annual Payroll	County	Resident Employees	Annual Payroll
Beaverhead	169	\$4,895,785	McCone	13	\$608,446
Big Horn	64	\$2,320,206	Meagher	19	\$701,197
Blaine	28	\$979,625	Mineral	62	\$2,648,582
Broadwater	135	\$5,810,621	Missoula	781	\$33,068,401
Carbon	61	\$1,998,303	Musselshell	30	\$1,430,087
Carter	2	\$2,836	Park	84	\$3,495,989
Cascade	669	\$27,481,227	Petroleum	3	\$106,856
Chouteau	33	\$1,232,323	Phillips	18	\$735,472
Custer	318	\$14,108,928	Pondera	52	\$2,403,213
Daniels	10	\$323,233	Powder River	14	\$606,069
Dawson	134	\$5,740,455	Powell	470	\$18,292,910
Deer Lodge	739	\$29,642,476	Prairie	9	\$400,641
Fallon	18	\$609,196	Ravalli	192	\$7,720,247
Fergus	289	\$9,665,973	Richland	39	\$1,398,413
Flathead	744	\$26,776,807	Roosevelt	100	\$4,330,531
Gallatin	435	\$16,421,625	Rosebud	44	\$1,448,300
Garfield	11	\$368,425	Sanders	74	\$2,731,524
Glacier	62	\$2,387,795	Sheridan	18	\$742,952
Golden Valley	7	\$312,212	Silver Bow	760	\$30,444,902
Granite	38	\$1,734,911	Stillwater	43	\$1,639,856
Hill	98	\$4,394,788	Sweet Grass	31	\$1,332,526
Jefferson	758	\$35,212,767	Teton	42	\$1,659,033
Judith Basin	20	\$714,899	Toole	38	\$1,778,520
Lake	138	\$5,065,902	Treasure	12	\$409,161
Lewis And Clark	4801	\$236,796,671	Valley	122	\$5,123,534
Liberty	10	\$431,865	Wheatland	11	\$448,149
Lincoln	123	\$5,173,144	Wibaux	10	\$456,771
Madison	77	\$2,316,987	Yellowstone	860	\$37,370,175

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Employee Turnover

Employee turnover the past several years has remained constant between 13 and 14 percent.

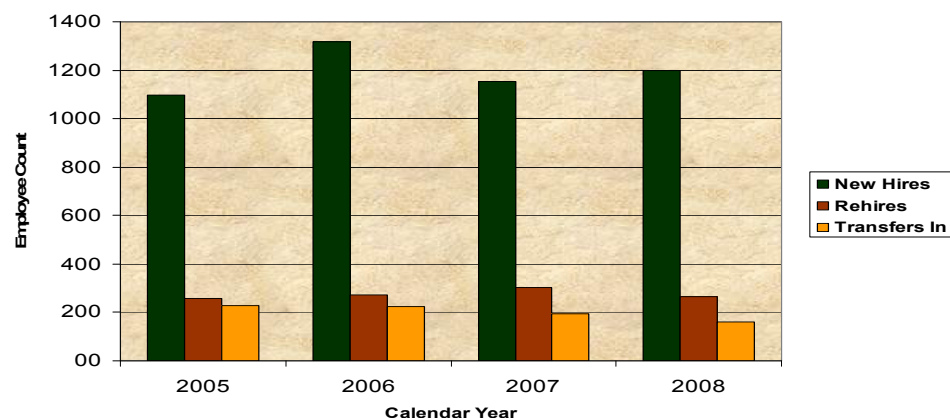
Hire Rates

The total hire rate includes all employees hired in the calendar year. This would include:

- new hires,
- rehires, and
- transfers from other departments.

The total hire rate has remained relatively flat for the past several years at about 14 percent. Figure 6 illustrates the new hires, rehires and transfers from other departments for each calendar year since 2005.

Figure 6
New Hires, Rehires, Transfers In⁴
By Calendar Year



Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

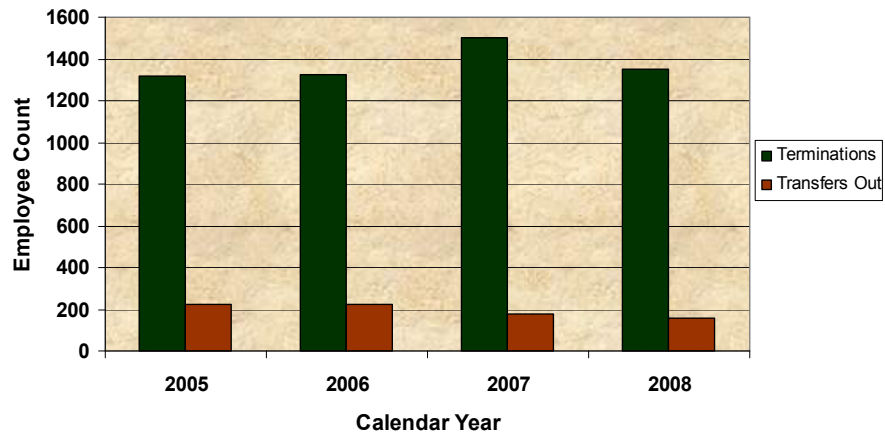
Terminations

The number of terminations (voluntary and involuntary) has not significantly changed from year to year. The number of terminations in 2007 shows a slight increase. This is a one-time anomaly directly related to conversion of county attorneys from the state payroll to counties' payrolls. Terminations in the first five years of employment

⁴ State employees transferring from another state agency.

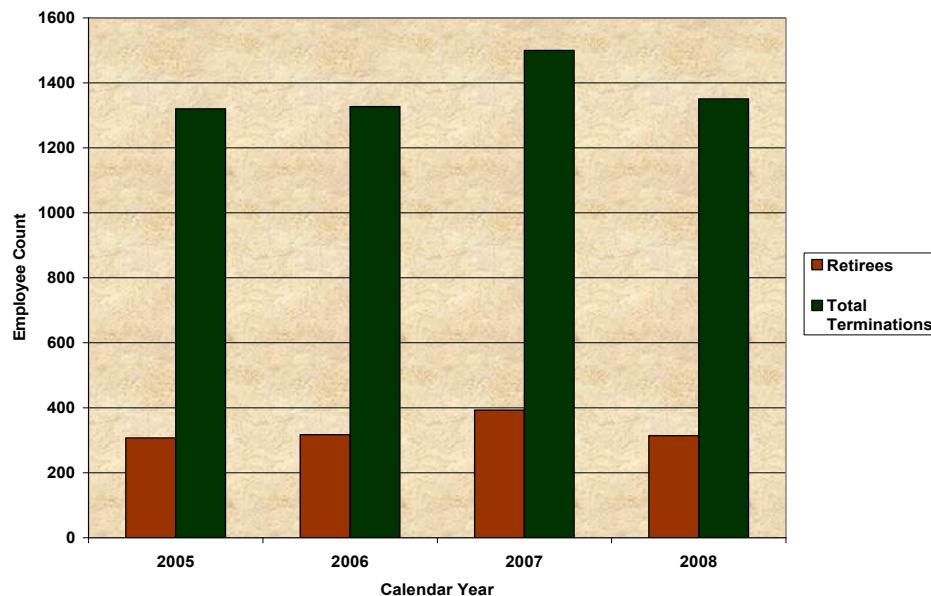
are greatest between year 1 and year 2. Figures 7, 8, and 9 illustrate termination data by calendar year since 2005.

Figure 7
Terminations and Transfers Out⁵
By Calendar Year



Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau

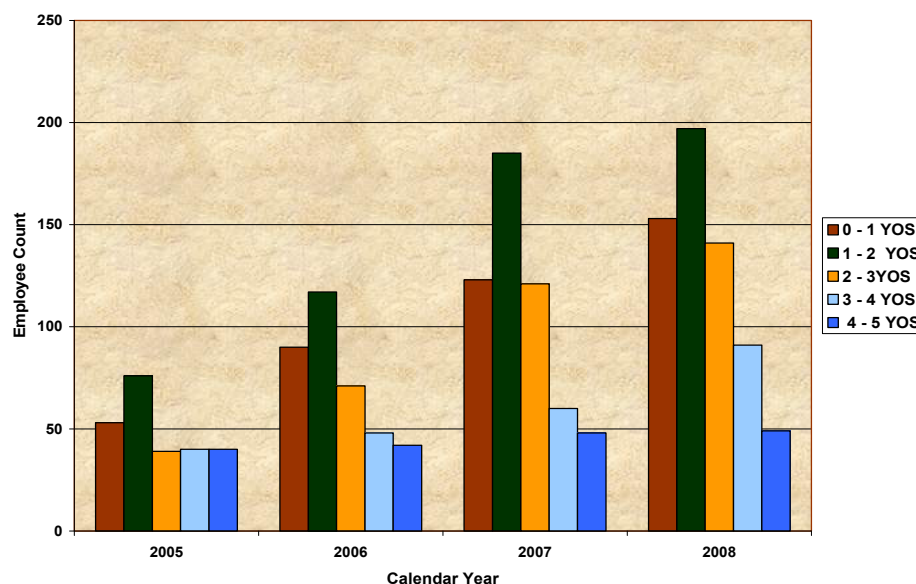
Figure 8
Retirees Compared to Total Terminations
By Calendar Year



Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

⁵ State employees transferring to another state agency.

Figure 9
Terminations with 1- 5 Years of Service (YOS)
By Calendar Year



Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Recruitment and Retention Forecast

According to state and national job growth, Montana state government will continue to face recruitment problems with its core professional occupations; administrative services, information technology, engineering, medical, and social services.

The U.S. Department of Labor projects that employment growth will be concentrated in the service-providing sector of the economy, with education, health services, and professional and business services growing over twice as fast as the rest of the economy.⁶

The outlook is similar closer to home. According to the Montana Department of Labor and Industry, 97,730 net additional jobs are projected for Montana industries between 2006 and 2016. About 76 percent of those jobs will be in the service sector.⁷ Examples of service occupations are:

- administrative workers,
- lawyers,
- maintenance workers,
- computer services,
- health care and social service workers, and
- education workers.

⁶ 2002-12 Employment Projections, U.S. Department of Labor, Bureau of Labor Statistics

⁷ Department of Labor and Industry, Research and Analysis Bureau. "2006-2016 Employment Projections for Montana" Available at www.ourfactsyourfuture.com.

Chapter 2 – Montana’s Executive Branch Employee Pay

This chapter addresses the two primary pay plans in the executive branch, the broadband pay plan and the blue-collar pay plan. There are 10,000 plus employees covered under the broadband pay plan. The blue-collar pay plan covers over 900 employees.

Active Pay Plans for Executive Branch Employees

The Broadband Pay Plan - The broadband pay plan became the primary pay plan July 1, 2007. It is an enterprise-wide plan that allows state agencies the flexibility to develop their own pay plan rules¹ using any combination of market, competencies, or performance within broad statutory, and policy parameters and within authorized funding levels. Employees in this plan earn an average annual salary of \$42,703.

Section 2-18-301 (7)(a), MCA now requires that executive branch agencies covered under the broadband pay plan use the market rates identified by the Department of Administration in its biennial salary survey. The State Human Resources Division conducted the 2008 market survey using a revised process and methodology. These revisions were based on recommendations from both the State Pay Task Force and the Legislative Audit Division.⁸

The Blue-Collar Pay Plan - The blue-collar pay plan is a single rate plan for over 900 trade and craft positions (heavy equipment operators, laborers, carpenters, painters, etc.) in collective bargaining units. All aspects of the plan are determined through collective bargaining. The plan consists of 14 grades (no steps), each with a corresponding hourly wage. Employees advance to higher grades by successfully bidding for jobs, or completing experiential and testing steps in a career ladder. The plan was approved by the legislature in 1979 and is codified at 2-18-315, MCA. Today, the average full-time employee paid under the blue-collar plan receives \$38,718 annually.

Labor Market Comparisons Under the Broadband Pay Plan

Montana’s executive branch employees’ median base pay lags 8 percent behind the labor market. However, in 2004 State Human Resources calculated the mean. At that time, the average base salary for employees was 13.7 percent behind the 2004 labor market. The same calculation

⁸ The Legislative Audit Division 2006 Performance Audit is available at:

<http://leg.mt.gov/content/Publications/Audit/Report/06P-06.pdf>. The 2008 Pay Task Force Report is available at: <http://hr.mt.gov/HRServices/StateEmployeePayPlanTaskForce/StatePaySpecialTaskForce2008.asp>.

today, using the average and not the median, would place state government 5.5 percent behind the 2008 labor market.

Longevity

Eligible employees covered under the two pay plans receive a longevity allowance defined under 2-18-304, MCA. State law provides for longevity increments of 1.5 to 2 percent of the employee's base salary for each contiguous five years of state service. Figure 10 shows longevity pay increments outlined in statute, the cumulative total multiplier, and the number of employees receiving each increment.

Figure 10 Longevity Pay Increments and Employees Receiving Longevity Pay As of January 12, 2009				
Longevity Increments	Years of Service	Percentage	Total	Employees
First Increment	5	1.50%	1.50%	2187
Second Increment	10	2.00%	3.50%	1459
Third Increment	15	2.00%	5.50%	1309
Fourth Increment	20	2.00%	7.50%	975
Fifth Increment	25	1.50%	9.00%	638
Sixth Increment	30	1.50%	10.50%	355
Seventh Increment	35	1.50%	12.00%	72
Eighth Increment	40	1.50%	13.50%	8
Ninth Increment	45	1.50%	15.00%	3
Tenth Increment	50	1.50%	16.50%	1

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Chapter 3 – Benefits

This chapter describes the major components of the state's benefit package including membership in a group benefit and retirement plan and the statutory holiday, vacation, and sick leave benefits provided to all Montana public employees.

Group Benefits

According to employees, the most significant and valued compensation benefit is the group benefits package.⁹ The state's benefit plan offers a comprehensive package:

- four medical plan choices, dental, and prescription drug coverage;
- group term life insurance coverage;
- optional coverage for vision, long-term care, and long-term disability coverage;
- employee assistance programs;
- wellness programs and clinical management programs ;
- availability of a cafeteria plan allowing for tax-advantaged purchase of these benefits; and
- participation in medical or dependent care flexible spending accounts.

Montana state government has offered a group benefits package since 1979¹⁰. The Department of Administration, in consultation with an advisory council, is responsible for designing the group benefits package and its operations (2-18-801, MCA).

The employer contribution to the group benefit package is a part of the economic package negotiated during collective bargaining. The legislature then sets the employer contribution by statute (2-18-703, MCA). The amount is the same for every employee regardless of the dependents covered. Retirees do not receive a contribution from the state. Medicare eligible and non-Medicare eligible retirees pay the full premium for their coverage through the state plan.

Over the past 20 years, the state's contribution, the individual deductible, and the cost of family coverage under the state's traditional plan have risen at comparable rates. The cost of rising health care has been shared between Montana state government, participating employees, and the employees and dependents who use the benefits.

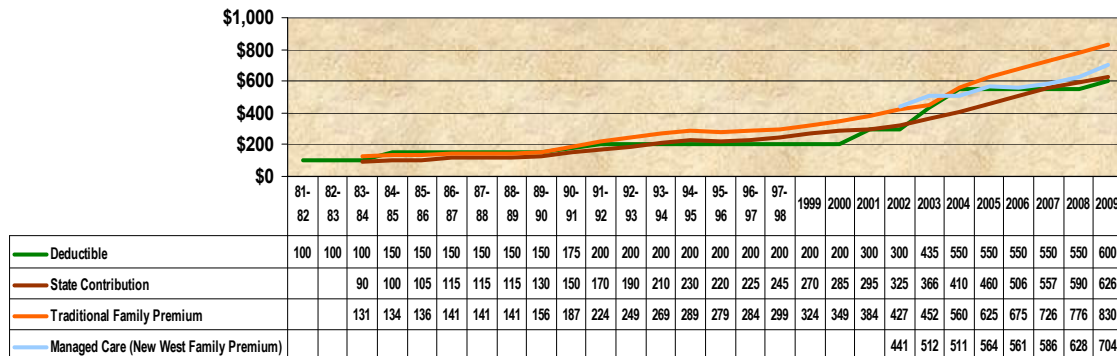
Figure11 shows the increases over the past 28 years. The total increase in deductibles from 1981-82 (\$100) through 2008 (\$550)

⁹2007 Exit Survey, Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau

¹⁰ Prior to 1979, agencies individually offered group benefits to their employees.

was 450 percent, or slightly less than 7 percent a year. The state's contribution rose from \$90 per month per employee in 1983-84 to \$590 during the 2008 plan year, a 556 percent increase. This is an average of 8 percent each year. The family premium for the most common offering, the traditional plan, increased from \$132 to \$776 per month between 1984 and 2008, for an annualized increase of 7.5 percent.

Figure 11
State Employee Benefit Plan
Historical Data
(Plan Years 1981- 2009)



Source: Department of Administration, Health Care & Benefits Division.

Paid Leave

Annual Leave - Annual leave is also known as vacation leave. Montana's executive branch employees earn vacation leave at the rate of 15 days per year or more, depending on their total years of public employment (2-18-611, MCA). The average employee in 2008 had a balance of 19 days vacation, and took 14 days vacation.¹

Vacation leave may be accumulated up to a total not exceeding two times the maximum number of days earned annually. Upon termination, employees are entitled to a lump-sum payment for their unused vacation leave credits based on the employee's salary at the time of termination. Figure 12 shows the annualized leave per years of employment.

Figure 12 Annual Rate of Earning Vacation Leave Credits Public Employees	
Years of Employment	Days of Credit Earned
1 day through 10 years	15
10 years through 15 years	18
15 years through 20 years	21
20 years on	24

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Sick Leave - Full-time employees earn 12 days per year sick leave. Part-time employees earn sick leave on a prorated basis. In 2008, the average executive branch employee accumulated 36 days of sick leave and took 8 days off as sick leave.

All employees are eligible to earn sick leave from the first day of employment; however, they may not use the credits until they have been continuously employed for 90 days.

There is no restriction on the number of sick leave credits an employee can earn.

Upon termination, an employee is entitled to a lump-sum payment equal to one-fourth of the pay attributed to sick leave credits based on the employee's salary at the time of termination.

Employees may receive sick leave credits beyond those accumulated by participating in a sick leave fund or by receiving direct grants of sick leave from other employees.

No funds are attached to donated or received sick leave credits. The department employing the recipient of granted sick leave credits must pay the costs of the use of that sick leave.

Holiday Leave - Executive branch employees receive 10 paid holidays in odd-numbered years and 11 paid holidays in even-numbered years (1-1-216, MCA). Figure 13 lists these holidays.

Figure 13 Holidays for Public Employees	
Holiday	Observed
New Year's Day	January 1
Martin Luther King Jr. Day	Third Monday in January
Presidents Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Columbus Day	Second Monday in October
Veterans' Day	November 11
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25
State General Election Day	First Tuesday after first Monday in November of even-numbered years.

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

State Retirement Plans

Most executive branch employees are covered under one of six retirement plans:

- Public Employees Retirement Plan (PERS) Defined Benefit Retirement Plan (DBRP)
- PERS Defined Contribution Retirement Plan (DCR)
- Highway Patrol Officers Retirement System
- Game Wardens and Peace Officers Retirement System
- Sheriffs Retirement System
- Teachers Retirement System (TRS)

The Montana Public Employees Retirement Administration (MPERA) administers all but the Teachers Retirement System (TRS).

The Highway Patrol Officers Retirement System, Game Wardens and Peace Officers Retirement System, Sheriffs Retirement System, and Teachers Retirement System are *defined benefit plans*. The Public Employees Retirement System offers employees a one-time choice between participating in the defined benefit retirement plan or the *defined contribution retirement plan*. Retirement benefits under the defined benefit retirement plan are determined by a formula based on a factor, service credits and salary. The employer assumes the risk under the defined benefit retirement plan.

In contrast, the benefit of all defined contribution retirement plans depends on how much is contributed to the plans. The defined contribution retirement plan does not specify the benefit. The employee invests in selected options offered within the plan and assumes the risk.

Although each of these retirement plans has its own unique features, they share these in common:

- With few exceptions, employee participation is compulsory.
- Both employees and state government must contribute to the plans based on a percentage amount of the employee's salary.
- Each plan provides service, disability, and death benefits.
- Service credits are portable among the plans, permitting credits earned in one system to be transferred to another.
- All plans are subject to periodic actuarial valuations to determine the financial status of the funds.

Deferred Compensation Plan

The State of Montana has offered employees a deferred compensation program, as authorized under Section 457 of the federal Internal Revenue Code, since 1976. Under this program, administered by the Montana Public Employees Retirement Administration, an employee may defer a portion of their salary through pre-tax payroll deductions to be invested in a fixed or variable

investment option selected by the Montana Public Employees Retirement Board. The deferred funds and investment earnings are exempt from state and federal taxes until they are paid out to the program participant. Payouts are available only upon termination, retirement, death, or unforeseeable emergency. The state contributes no money on behalf of employees who choose to participate in this plan.

Chapter 4 – Diversity Program

This chapter addresses the race, ethnicity, and gender composition of the executive branch workforce in comparison to the Montana state labor force. The Census 2000 Special Equal Employment Opportunity Tabulation serves as the primary benchmark for comparing the race, ethnicity, and gender composition of an organization's internal workforce to the external labor market by geographic location and job category.¹¹

Census 2000 collected demographic data on race and ethnicity according to the minimum standards established by the U.S. Office of Management and Budget (OMB). These standards include a minimum of five racial categories:

- American Indian or Alaska Native (AIAN)
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White

The Department of Labor defines the labor force as all persons age 16 and over who are working or looking for work.

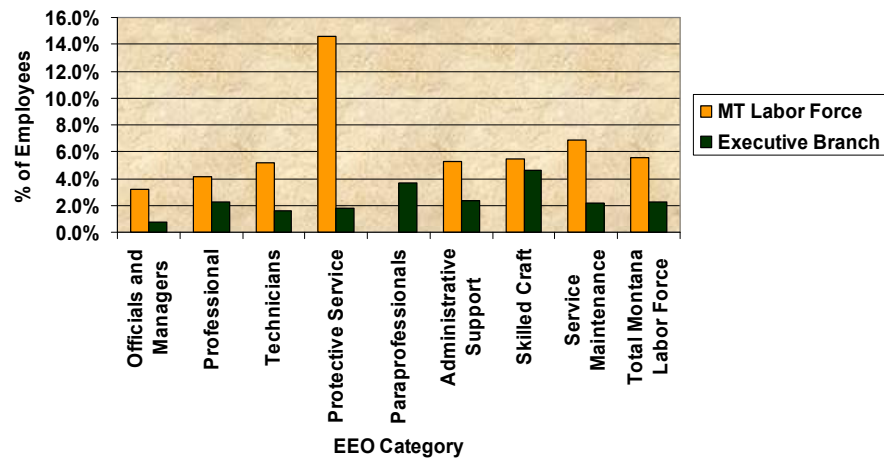
The demographic data is based on the following categories: white, American Indian or Alaska Native, other minorities and gender. Seven percent of executive branch employees did not specify a race. Below are the highlights of the diversity statistics:

- The percent of women in the executive branch is 3.2 percent higher than the Montana labor force.
- The executive branch employs about 2 percent fewer whites than represented in the Montana labor force.
- There are 3.3 percent fewer executive branch American Indian or Alaska Native employees than the Montana labor force.
- Other minority groups represented are about 1 percent behind the Montana labor force.

Figures 14 and 15 illustrate a comparison of the Montana labor force to the executive branch by occupational category and race.

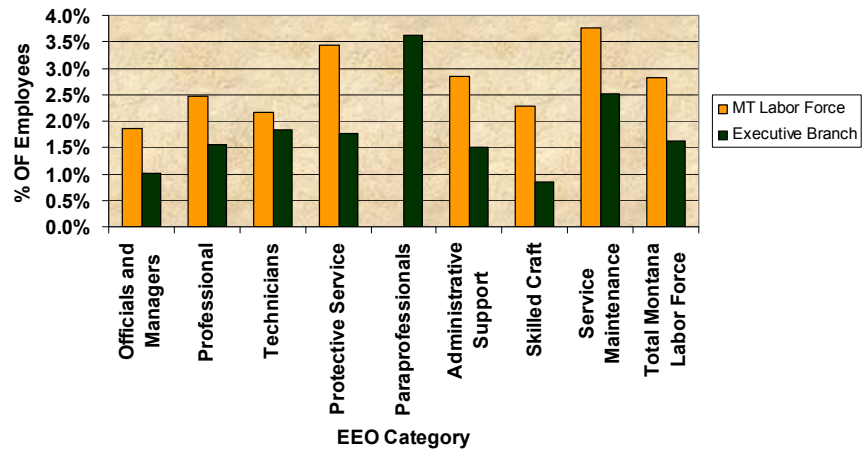
¹¹ U.S. Census Bureau, Census 2000 Special Equal Employment Opportunity Tabulation

Figure 14
American Indian and Alaska Native (AIAN) in Montana Labor Force
Compared to Executive Branch
January 12, 2009



Source: U.S. Census Bureau, Census 2000 Special Equal Employment Opportunity Tabulation, and Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Figure 15
Other Minorities in Montana Labor Force Compared to
Executive Branch
January 12, 2009



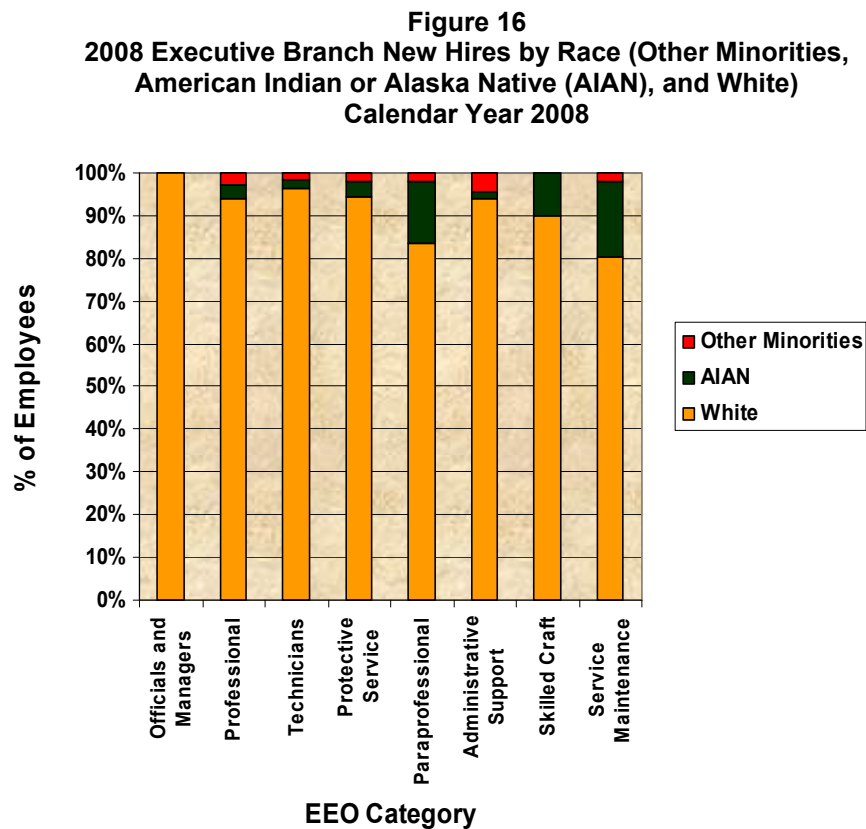
Source: U.S. Census Bureau, Census 2000 Special Equal Employment Opportunity Tabulation, and Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

The number of American Indians or Alaska Natives in the executive branch has increased slightly since 2005 with a gain of .33 percent. Professional occupations saw the largest increase in representation, gaining .55 percent.

Other minority representation in the executive branch has also improved slightly. Professional occupations again saw the largest increase in representation with a .23 percent gain.

Since 2005, the representation of women in the executive branch has increased 1.8 percent. Today, the executive branch workforce is split 50-50 between men and women. The majority of women, 78 percent, are in professional and technical occupations. This percentage is 55 percent higher than the Montana labor force.

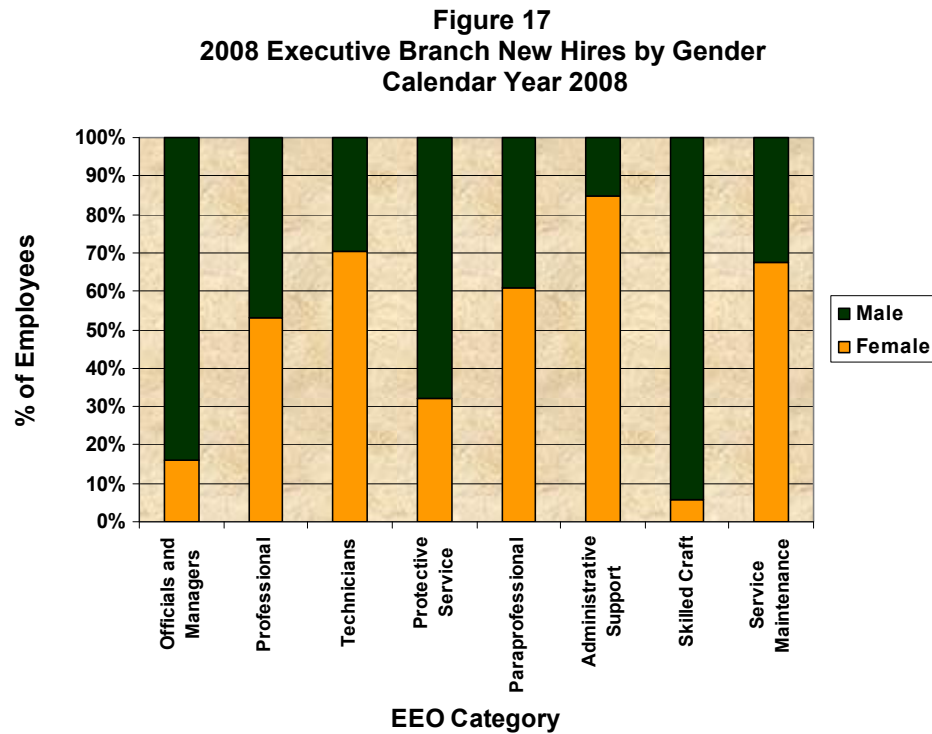
Figure 16 illustrates a comparison of all executive branch new hires by occupational category and race in 2008.



Source: State Human Resources Division, Human Resources Policy & Programs Bureau.

Fifty-five percent of the new hires in 2008 were women. The highest percentage of female hires were in the professional and technical occupations, making up 68 percent of total female hires.

Figure 17 illustrates a comparison of all executive branch new hires by occupational category and gender in 2008.



Source: State Human Resources Division, Human Resources Policy & Programs Bureau.

Appendix E includes tables illustrating comparisons of the labor force to executive branch by EEO category based on race and gender, executive branch employees hired in 2008, a 5-year comparison of the executive branch by race and gender, and base pay by race and gender.

Chapter 5 – Collective Bargaining

Roughly 61 percent of Montana’s executive branch employees are unionized. The Collective Bargaining for Public Employees Act applies to the State of Montana and its political subdivisions. Collective bargaining is a “process whereby employees, as a group, and their employers make offers and counteroffers, in good faith, on the conditions of their employment for the purpose of reaching a mutually acceptable agreement” (39-31-100, MAC).

This chapter provides:

- a history of collective bargaining in Montana state government;
- the process by which mandatory subjects of collective bargaining (wages, hours, fringe benefits, and other conditions of employment) are negotiated; and
- the extent of current unionization in state government.

Process of Collective Bargaining

The Chief of the State Office of Labor Relations is designated by Executive Order No. 40-2008 (Appendix C) to represent the State of Montana in collective bargaining with representatives of certified collective bargaining units.

The State Office of Labor Relations begins pay and benefit negotiations with major state employee unions during the yearlong executive planning process that precedes each regular legislative session. State labor negotiators meet either simultaneously or jointly with these unions with the goal of reaching settlement before the Governor’s executive budget is submitted.

If the parties are unable to settle before the legislature convenes, negotiations may continue during the session and beyond. Regardless of whether a settlement is reached before the legislative session begins, the budget director must submit a proposed pay plan to the legislative fiscal analyst no later than November 15 in the year preceding a session (17-7-112(4), MCA).

The type of pay increases approved by the legislature has varied from flat dollar amounts and percentage increases to combinations of the two. In some cases, the type and amount of increases have varied according to grade, step, and proximity to the market salary for the position.

Extent of Unionization

There are 65 collective bargaining units in the executive branch, excluding the university system. All collective bargaining agreements cover a two-year period, expiring June 30 in odd-numbered years. The department, through the State Office of Labor Relations, negotiates each of these 65 agreements. Members of bargaining units cannot receive a legislatively authorized pay increase until the bargaining unit has ratified a completely integrated collective bargaining agreement¹².

The Montana Public Employees Association (MPEA) is the largest state employee union. Three unions (MPEA, MEA-MFT, and the American Federation of State, County, and Municipal Employees (AFSCME)) represent 85 percent of organized state employees. Figure 18 shows the number of unionized employees by bargaining agent.

Figure 18 Number of Unionized State Employees by Bargaining Agent January 12, 2009	
Exclusive Bargaining Agent	Employees Represented
American Federation of State, County & Municipal Employees (AFSCME)	810
Capitol Complex Craft Council	16
Great Falls Firefighters Association	21
International Association of Machinists (IAM)	10
International Brotherhood of Teamsters	9
Labor Relations and Appeals Union	8
MEA-MFT	2041
Montana Developmental Center Craft Council	7
Montana Nurses Association	57
Montana Public Employees Association (MPEA)	3166
Montana Public Employees Association/MEA-MFT Local 4993	472
Montana State Prison Craft Council	14
Public Employees Craft Council	412
United Food and Commercial Workers	24

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

The number of employees covered by the units range from 7 to 3,166. Membership in the units includes professionals, law enforcement personnel, nurses, clerical, blue collar and craft workers. Some agencies have a majority of employees who are unionized; others have none.

¹² Section 2-18-303 (4), MCA.

Figure 19 shows the number of organized employees by executive branch department.

Figure 19 Number of Unionized State Employees by Agency As of January 12, 2009			
Executive Branch Agency	Total Employees	Total Union Employees	% Union
Administration	533	58	10.9%
Agriculture	98	66	67.3%
Board of Public Education	3	0	0.0%
Commerce	176	0	0.0%
Department of Corrections	1276	871	68.3%
Environmental Quality	423	278	65.7%
Fish, Wildlife, & Parks	619	194	31.3%
Governor's Office	33	0	0.0%
Justice	753	348	46.2%
Labor & Industry	749	462	61.7%
Livestock	139	0	0.0%
Military Affairs	191	76	39.8%
Montana Arts Council	11	0	0.0%
Montana Historical Society	62	41	66.1%
Montana State Library	45	0	0.0%
Natural Resources & Conservation	491	11	2.2%
Office of Public Instruction	159	142	89.3%
Office of the Public Defender	183	134	73.2%
Political Practices	4	0	0.0%
Public Health & Human Services	2799	2169	77.5%
Public Service Commission	30	0	0.0%
Revenue	622	481	77.3%
School for Deaf & Blind	42	28	66.7%
Secretary of State	49	0	0.0%
State Auditor	60	0	0.0%
Transportation	2009	1736	86.4%

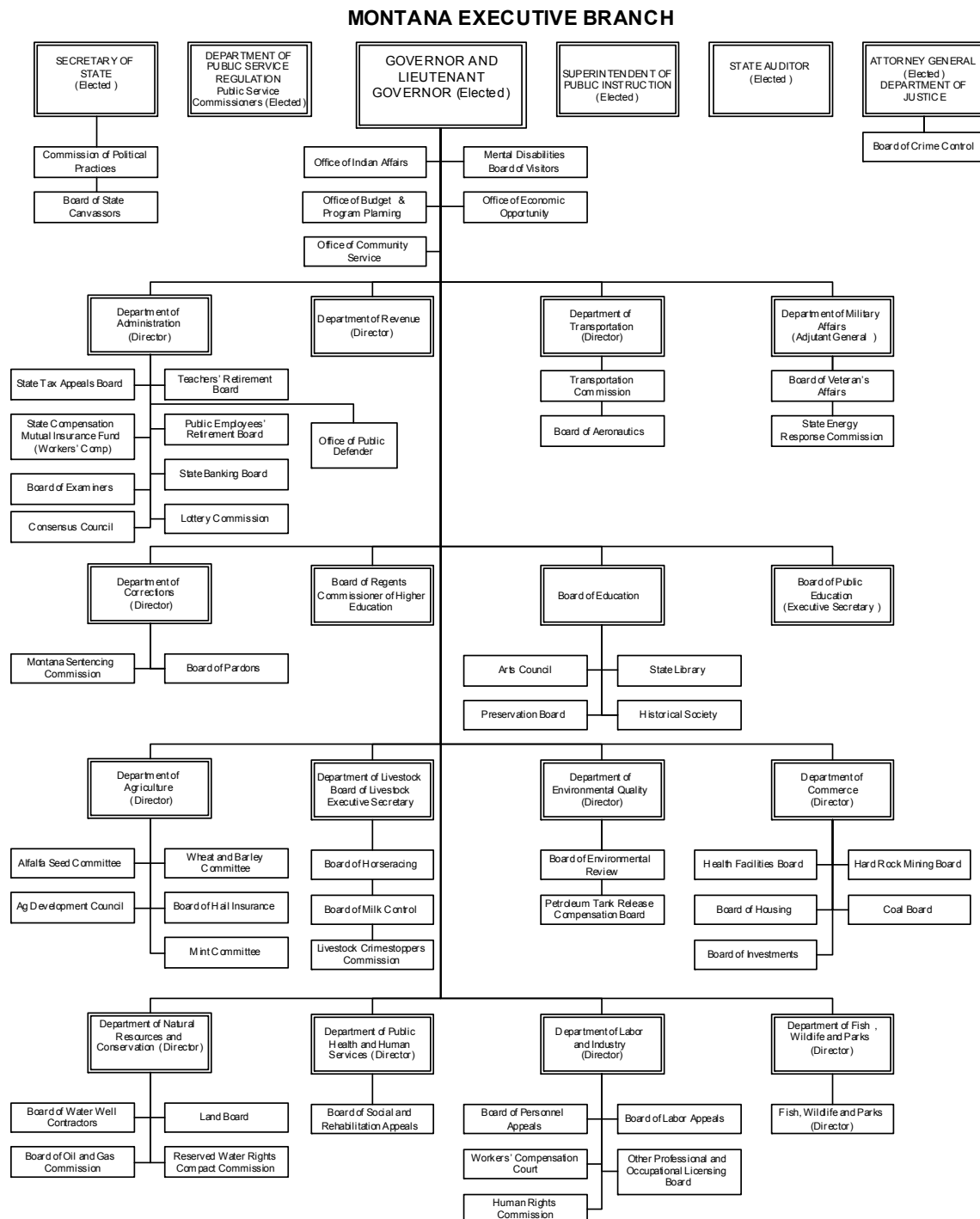
Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Validity of Collective Bargaining Agreements

The economic agreements reached between the Governor and state employee unions, during the executive planning process and prior to the regular legislative session, are contingent upon the legislature's passage and approval. Once those two-year collective bargaining agreements are signed, the legislature may not alter the conditions of those agreements "if such action impermissively impairs the contractual obligation of the state towards those employees."¹³

¹³ Montana Legislative Council legal memorandum, State Employee Salaries and Collective Bargaining – Legislative Consideration, May 1986

Appendix A – Montana Executive Branch Organizational Chart



Created by: State Personnel Division 106

Appendix B – Executive Order No. 41-2008

STATE OF MONTANA
OFFICE OF THE GOVERNOR
Executive Order No. 41-2008

EQUAL EMPLOYMENT OPPORTUNITY, NON-DISCRIMINATION, and
HARASSMENT PREVENTION

WHEREAS, Montana's Constitution affirms Montanans' basic human rights, wherein it declares: "the dignity of the human being is inviolable"; and

WHEREAS, this constitutional provision reflects the rights of all Montanans to be treated with dignity, respect, and equality; and

WHEREAS, denial of equal opportunity, discrimination, and harassment based on race, color, sex, political or religious affiliation or ideas, culture, social origin or condition, sexual orientation, national origin, ancestry, age, disability, or marital status is prohibited by state, federal, and local law, rule, policy, or executive order; and

WHEREAS, discrimination and sexual harassment in the workplace and in the conduct of public service violates the principles of dignity, respect, and equality and results in costs to society and state government, both human and financial; and

WHEREAS, I am firm and unwavering in my commitment to taking a leadership role in promoting nondiscrimination and equal employment opportunity in accessing State of Montana employment, programs, and services and taking necessary and appropriate steps to ensure that the workplace and all state employment, programs, and services are free of discrimination and sexual harassment.

NOW, therefore, I, Brian Schweitzer, Governor of the State of Montana, by virtue of the authority vested in me under the laws and the Constitution of the State of Montana, do hereby order and direct the Department of Administration, which is charged with the administration of state personnel policies, and all agencies, managers, supervisors, and employees under the jurisdiction of the Governor to take the following actions:

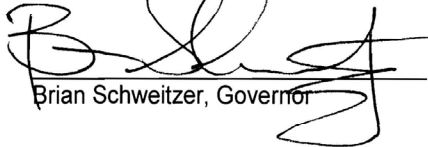
1. Make good faith efforts to ensure that all persons employed or served by state government are afforded equal opportunity, without discrimination, based on any of the above classes.
2. Take steps necessary to prevent and stop discrimination, sexual harassment, or harassment based on membership in any of the above classes.
3. The Department of Administration is directed to prepare a nondiscrimination policy applicable to all agencies under the jurisdiction of the Governor, which includes specific language prohibiting discrimination, sexual harassment, and harassment based on membership in any of the above classes and an internal complaint

procedure that remains continuously in effect. The policy shall make it clear that discrimination on the basis of the above-named classes and sexual harassment or harassment based on membership in any of the above classes is a form of misconduct and anyone who is found to have violated the policy of non-discrimination and non-harassment will be subject to discipline, up to and including termination of employment. The policy statement must be distributed to all department directors and heads of agencies that are subject to policies promulgated by the Department of Administration for further distribution to state employees.

4. The Department of Administration shall continue to assist state agencies in implementing and maintaining an Equal Employment Opportunity Program in state government. The program shall include non-discrimination and harassment awareness programs that emphasize harassment prevention and cultural diversity awareness with emphasis on Montana Indian Tribes.
5. Each agency head and its managers are responsible for compliance with and implementation of this Executive Order.
6. This Executive Order supercedes and rescinds Executive Order No. 7-82, issued by Governor Ted Schwinden on August 6, 1982 and Executive Order No. 24-81, issued by Acting Governor George Turman on October 13, 1981.

This Executive order shall become effective upon its signing and shall remain in effect until amended or rescinded by further executive order.

GIVEN under my hand and the Great Seal of the
State of Montana this 14th day of November in the year
Two Thousand and Eight, A.D.


Brian Schweitzer, Governor

Attest:


Brad Johnson,
Secretary of State

Appendix C – Executive Order No. 40-2008

Executive Order No. 40- 2008

DESIGNATING THE CHIEF OF THE OFFICE OF LABOR RELATIONS, STATE HUMAN RESOURCES DIVISION, DEPARTMENT OF ADMINISTRATION AS THE AUTHORIZED REPRESENTATIVE ON COLLECTIVE BARGAINING MATTERS AND RESCINDING EXECUTIVE ORDER NO. 1-93

WHEREAS, § 39-31-301, MCA, authorizes the Governor, as Chief Executive Officer of the State of Montana, to designate an authorized representative to represent the State in collective bargaining with an exclusive representative; and

WHEREAS, through Executive Order 1-93, Governor Marc Racicot rescinded Executive Order 4-90 and designated the chief of the Labor Relations Bureau, State Personnel Division, Department of Administration, as the authorized representative under § 39-31-301, MCA, and created a Collective Bargaining Policy Task Force to advise the authorized representative in developing and formulating the State's collective bargaining position, but the Task Force did not meet; and

WHEREAS, in January 2008, the Department of Administration was reorganized and a new State Office of Labor Relations was created within a new State Human Resources Division.

NOW, THEREFORE, I, BRIAN SCHWEITZER, Governor of the State of Montana, pursuant to the authority vested in me by the laws and Constitution of the State of Montana, do hereby:

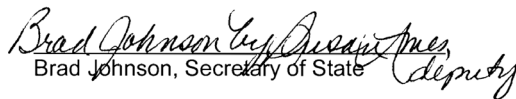
- 1) Rescind Executive Order No. 1-93.
- 2) Designate, pursuant to § 39-31-301, MCA, the Chief of the State Office of Labor Relations, State Human Resources Division, Department of Administration, as the Governor's designated authorized representative to represent the State of Montana, excluding the university system under the Board of Regents, in collective bargaining with an exclusive representative.

This Order is effective immediately.

GIVEN under my hand and the GREAT
SEAL of the State of Montana,
this 13 day of November, 2008.


BRIAN SCHWEITZER, Governor

ATTEST:


Brad Johnson, Secretary of State

Appendix D – Market Rates by Occupation

Pay Band	Occupation Title	Market
06	Academic Counselor	\$41,900
05	Accountant	\$36,309
06	Accountant	\$43,571
07	Accountant	\$52,285
02	Accounting Clerk	\$23,883
03	Accounting Technician	\$28,660
04	Accounting Technician	\$34,392
07	Actuary	\$75,200
03	Administrative Assistant	\$27,806
04	Administrative Assistant	\$33,367
01	Administrative Clerk	\$19,919
02	Administrative Clerk	\$23,903
07	Administrative Law Judge	\$55,200
08	Administrative Law Judge	\$66,240
06	Administrative Services Mgr	\$62,950
07	Administrative Services Mgr	\$75,540
05	Administrative Specialist	\$38,933
06	Administrative Specialist	\$46,720
07	Administrative Specialist	\$56,064
03	Administrative Support Sup	\$31,721
04	Administrative Support Sup	\$38,065
05	Administrative Support Sup	\$45,678
07	Agricultural Program Mgr	\$87,890
03	Agricultural Technician	\$29,400
04	Agricultural Technician	\$35,280
02	Agriculture Inspector	\$27,125
03	Agriculture Inspector	\$32,550
04	Agriculture Inspector	\$39,060
06	Aircraft Inspector	\$46,800
04	Aircraft Mechanic	\$38,250
05	Aircraft Mechanic	\$45,900
05	Aircraft Pilot	\$56,250
06	Aircraft Pilot	\$67,500
05	Architect	\$42,810
06	Architect	\$51,371
07	Architect	\$61,646
05	Archivist	\$36,208
06	Archivist	\$43,450

Pay Band	Occupation Title	Market
06	Atmospheric Science Specialist	\$67,417
07	Atmospheric Science Specialist	\$80,900
03	Auditing Technician	\$28,660
04	Auditing Technician	\$34,392
05	Auditor	\$38,989
06	Auditor	\$46,787
07	Auditor	\$56,144
05	Benefits Specialist	\$34,728
06	Benefits Specialist	\$41,674
07	Benefits Specialist	\$50,009
03	Benefits Technician	\$34,500
04	Benefits Technician	\$41,400
02	Biological Aide	\$24,666
03	Biological Technician	\$29,599
04	Biological Technician	\$35,519
05	Biology Specialist	\$44,338
05	Budget Analyst	\$43,178
06	Budget Analyst	\$51,813
07	Budget Analyst	\$62,176
05	Building Codes Inspector	\$47,500
06	Building Codes Inspector	\$57,000
05	Business Development Spc	\$49,148
06	Business Development Spc	\$58,977
07	Business Development Spc	\$70,772
05	Business Operations Sup	\$48,103
06	Business Operations Sup	\$57,723
07	Business Operations Sup	\$69,268
04	Carpenter	\$36,097
05	Carpenter	\$43,316
05	Cartographer	\$33,625
06	Cartographer	\$40,350
01	Cashier	\$18,850
02	Cashier	\$22,620
03	Cashier	\$27,144
03	Chemical Technician	\$27,667
04	Chemical Technician	\$33,200
05	Chemist	\$39,522
06	Chemist	\$47,426
07	Chemist	\$56,911
05	Child Family Social	\$34,949

Pay Band	Occupation Title	Market
	Worker	
06	Child Family Social Worker	\$41,939
05	Civil Engineering Specialist	\$48,417
06	Civil Engineering Specialist	\$58,100
07	Civil Engineering Specialist	\$69,720
02	Civil Engineering Technician	\$28,606
03	Civil Engineering Technician	\$34,327
04	Civil Engineering Technician	\$41,192
05	Civil Engineering Technician	\$49,430
03	Clinical Lab Technician	\$26,589
04	Clinical Lab Technician	\$31,907
05	Clinical Lab Technologist	\$38,714
06	Clinical Lab Technologist	\$46,456
06	Clinical Psychologist	\$55,455
07	Clinical Psychologist	\$66,546
02	Collections Aide	\$24,068
05	Collections Specialist	\$41,590
03	Collections Technician	\$28,882
04	Collections Technician	\$34,658
04	Communications Technician	\$42,443
05	Communications Technologist	\$50,931
06	Communications Technologist	\$61,117
07	Compensaton Benefits Mgr	\$73,650
05	Compensaton Classificaton Spc	\$41,625
06	Compensaton Classificaton Spc	\$49,950
07	Compensaton Classificaton Spc	\$59,940
02	Compliance Aide	\$24,090
05	Compliance Specialist	\$42,083
06	Compliance Specialist	\$50,500
03	Compliance Technician	\$28,907
04	Compliance Technician	\$34,689
06	Computer Application Engineer	\$61,100
07	Computer Application Engineer	\$73,320
08	Computer Application Engineer	\$87,984
07	Computer Information Sys Mgr	\$75,333

Pay Band	Occupation Title	Market
08	Computer Information Sys Mgr	\$90,400
09	Computer Information Sys Mgr	\$108,480
03	Computer Operator	\$27,500
04	Computer Operator	\$33,000
05	Computer Programmer	\$41,686
06	Computer Programmer	\$50,023
07	Computer Programmer	\$60,028
05	Computer Security Specialist	\$43,036
06	Computer Security Specialist	\$51,643
07	Computer Security Specialist	\$61,972
06	Computer Supervisor	\$55,917
07	Computer Supervisor	\$67,100
05	Computer Support Specialist	\$45,332
06	Computer Support Specialist	\$54,398
04	Computer Support Technician	\$37,776
06	Computer Systems Analyst	\$55,950
07	Computer Systems Analyst	\$67,140
05	Computer Systems Architect	\$51,615
06	Computer Systems Architect	\$61,939
07	Computer Systems Architect	\$74,326
06	Computer Systems Engineer	\$62,500
07	Computer Systems Engineer	\$75,000
02	Conservation Aide	\$22,887
06	Conservation Specialist	\$58,821
03	Conservation Technician	\$27,464
04	Conservation Technician	\$32,957
05	Conservation Technician	\$39,548
06	Construction Manager	\$72,561
07	Construction Manager	\$87,073
08	Construction Manager	\$104,488
05	Construction Trades SupMgr	\$51,789
06	Construction Trades SupMgr	\$62,147
02	Cook	\$23,700
03	Cook	\$28,440
03	Correctional Officer	\$31,711

Pay Band	Occupation Title	Market
04	Correctional Officer	\$38,053
05	Correctional Officer SupMgr	\$43,234
06	Correctional Officer SupMgr	\$51,881
05	Correctional Treatment Spc	\$37,772
06	Correctional Treatment Spc	\$45,327
04	Correctional Treatment Tch	\$31,477
05	Corrections Social Service Sup/Mgr	\$41,545
06	Corrections Social Service Sup/Mgr	\$49,854
07	Corrections Social Service Sup/Mgr	\$59,825
03	Cosmetologist	\$31,591
05	Cost Estimator	\$41,083
06	Cost Estimator	\$49,300
06	Crime Analyst	\$53,379
05	Crime Investigator	\$44,483
06	Crime Investigator	\$53,379
07	Crime Investigator	\$64,055
05	Curator	\$35,667
06	Curator	\$42,800
02	Custodian	\$21,300
03	Customer Service Assistant	\$26,406
04	Customer Service Assistant	\$31,687
02	Customer Service Clerk	\$22,005
04	Customer Service Supervisor	\$42,758
05	Customer Service Supervisor	\$51,310
05	Data Control Specialist	\$44,040
04	Data Control Tech	\$36,700
02	Data Processor Clerk	\$22,950
03	Data Processor Technician	\$27,540
05	Database Analyst	\$49,167
06	Database Analyst	\$59,000
07	Database Analyst	\$70,800
02	Delivery Services Driver	\$29,411
02	Dental Assistant	\$28,259
03	Dental Assistant	\$33,911
05	Dental Hygienist	\$47,323
06	Dental Hygienist	\$56,787
09	Dentist	\$121,900

Pay Band	Occupation Title	Market
03	Design Technician	\$33,694
04	Design Technician	\$40,433
05	Designer	\$48,520
06	Designer	\$58,224
03	Desktop Publisher	\$26,208
04	Desktop Publisher	\$31,450
05	Dietitian Nutritionist	\$39,867
06	Dietitian Nutritionist	\$47,841
02	Document Imaging Operator	\$23,650
03	Document Imaging Operator	\$28,380
04	Document Imaging Operator	\$34,056
03	Drafter	\$31,000
04	Drafter	\$37,200
03	Drill Instructor	\$26,231
04	Drill Instructor	\$31,477
05	Drill Instructor	\$37,772
06	Drill Instructor	\$45,327
04	Drill Operator	\$42,840
05	Drill Operator	\$51,408
06	Drill SupMgr	\$57,709
02	Duplicating Machine Operator	\$26,700
03	Duplicating Machine Operator	\$32,040
06	Economist	\$52,833
07	Economist	\$63,400
04	Editor	\$31,316
05	Editor	\$37,579
06	Editor	\$45,095
06	Education Library Sup/Mgr	\$65,708
07	Education Library Sup/Mgr	\$78,850
07	Education Program Adm	\$67,667
04	Electric Electronic Inspectors	\$39,446
05	Electric Electronic Inspectors	\$47,336
06	Electrical Engineer	\$66,119
04	Electrician	\$41,000
05	Electrician	\$49,200
05	Electronic Repair Tcg	\$50,368
04	Electronic Repair Tch	\$41,973
06	Electronics Engineer	\$65,332
07	Electronics Engineer	\$78,399

Pay Band	Occupation Title	Market
03	Eligibility Assistant	\$29,145
05	Eligibility Specialist	\$34,974
04	Eligibility Technician	\$41,969
05	Emergency Management Spc	\$37,743
06	Emergency Management Spc	\$45,291
07	Emergency Management Spc	\$54,349
05	Employment Counselor	\$36,699
06	Employment Counselor	\$44,039
05	Employment Specialist	\$34,074
05	Engineering Contract Specialist	\$44,463
06	Engineering Contract Specialist	\$53,355
07	Engineering Contract Specialist	\$64,026
07	Engineering Manager	\$90,300
08	Engineering Manager	\$108,360
06	Engineering Supervisor Mgr	\$64,417
07	Engineering Supervisor Mgr	\$77,300
08	Engineering Supervisor Mgr	\$92,760
06	Environmental Engineer PE	\$60,150
07	Environmental Engineer PE	\$72,180
08	Environmental Engineer PE	\$86,616
05	Environmental Engineering Spc	\$48,343
06	Environmental Engineering Spc	\$58,012
07	Environmental Engineering Spc	\$69,614
04	Environmental Field Tch	\$34,300
05	Environmental Field Tch	\$41,160
07	Environmental Program Mgr	\$81,751
08	Environmental Program Mgr	\$98,101
05	Environmental Science Spc	\$38,167
06	Environmental Science Spc	\$45,800
07	Environmental Science Spc	\$54,960
07	Epidemiologist	\$60,900
08	Epidemiologist	\$73,080
05	Equal Opportunity Specialist	\$39,288
06	Equal Opportunity	\$47,145

Pay Band	Occupation Title	Market
07	Specialist	
07	Equal Opportunity Specialist	\$56,574
03	Equipment Mechanic	\$30,492
04	Equipment Mechanic	\$36,590
06	Facility Surveyor	\$60,583
07	Facility Surveyor	\$72,700
01	File Clerk	\$21,050
02	File Clerk	\$25,260
05	Financial Analyst	\$43,229
06	Financial Analyst	\$51,875
07	Financial Analyst	\$62,250
05	Financial Examiner	\$50,281
06	Financial Examiner	\$60,337
07	Financial Examiner	\$72,404
06	Financial Manager	\$67,750
07	Financial Manager	\$81,300
08	Financial Manager	\$97,560
05	Financial Operations Sup/Mgr	\$52,000
06	Financial Operations Sup/Mgr	\$62,400
07	Financial Operations Sup/Mgr	\$74,880
05	Financial Specialist	\$39,833
06	Financial Specialist	\$47,800
07	Financial Specialist	\$57,360
03	Fingerprint & Evidence Technician	\$36,150
04	Fingerprint & Evidence Technician	\$43,380
06	Fire Inspector	\$44,100
06	Fire Investigator	\$45,000
03	Firefighter	\$36,914
04	Firefighter	\$44,296
05	Firefighter Supervisor/Manager	\$47,145
06	Firefighter Supervisor/Manager	\$56,574
05	Fish Culture Specialist	\$39,516
06	Fish Culture Specialist	\$47,419
05	Fish Wildlife Biologist	\$44,338
06	Fish Wildlife Biologist	\$53,205
07	Fish Wildlife Biologist	\$63,846
06	Fish Wildlife Park Warden Cpt	\$71,735
06	Fish Wildlife Park Warden Sgt	\$59,779
05	Fish Wildlife Parks Warden	\$49,817

Pay Band	Occupation Title	Market
06	Fish Wildlife Parks Warden	\$59,780
04	Fish Wildlife Parks Warden Trn	\$41,514
01	Food Preparation Worker	\$18,850
02	Food Preparation Worker	\$22,620
03	Food Processor Technician	\$24,450
04	Food Processor Technician	\$29,340
06	Food Service Manager	\$48,267
04	Food Service SupMgr	\$32,459
05	Food Service SupMgr	\$38,951
06	Food Service SupMgr	\$46,741
01	Food Service Worker	\$18,850
02	Food Service Worker	\$22,620
05	Forensic Scientist	\$54,397
06	Forensic Scientist	\$65,276
07	Forensic Scientist	\$78,332
05	Forester	\$43,292
06	Forester	\$51,950
07	Forester	\$62,340
03	Forestry Technician	\$27,464
04	Forestry Technician	\$32,957
01	Forestry Worker	\$27,176
02	Forestry Worker	\$32,611
06	Geographer	\$49,300
06	Geologist	\$55,700
05	Government Property Inv Inp	\$43,160
06	Government Property Inv Inp	\$51,792
05	Grants Contracts Coordinator	\$39,433
06	Grants Contracts Coordinator	\$47,320
07	Grants Contracts Coordinator	\$56,784
04	Graphic Designer	\$29,162
05	Graphic Designer	\$34,994
06	Graphic Designer	\$41,993
02	Groundskeeper	\$22,800
03	Groundskeeper	\$27,360
04	Groundskeeper	\$32,832
04	Groundskeeping SupMgr	\$40,947
05	Health Education Specialist	\$36,069
06	Health Education Specialist	\$43,283

Pay Band	Occupation Title	Market
07	Health Education Specialist	\$51,940
05	Health Program Representative	\$37,248
06	Health Program Representative	\$44,697
07	Health Program Representative	\$53,636
06	Health Sanitarian	\$47,900
06	Hearings Officer	\$46,000
07	Hearings Officer	\$55,200
04	Heavy Equipment Operator	\$41,333
01	Herder	\$18,850
02	Herder	\$22,620
06	Highway Patrol Captain	\$66,460
05	Highway Patrol Officer	\$48,724
05	Highway Patrol Sergeant	\$60,418
06	Highway Patrol Specialist	\$63,439
05	Historical Specialist	\$36,517
06	Historical Specialist	\$43,820
07	Historical Specialist	\$52,584
02	Housekeeping Worker	\$18,850
03	HousekeepngCustodial SupMgr	\$26,733
04	HousekeepngCustodial SupMgr	\$32,079
02	Human Resource Assistant	\$24,958
03	Human Resource Assistant	\$29,950
04	Human Resource Assistant	\$35,940
07	Human Resource Manager	\$70,604
05	Human Resource Specialist	\$40,250
06	Human Resource Specialist	\$48,300
07	Human Resource Specialist	\$57,960
06	Human Services Specialist	\$43,000
07	Human Services Specialist	\$51,600
03	HVAC Maintenance Worker	\$33,288
04	HVAC Maintenance Worker	\$39,946
05	HVAC Maintenance Worker	\$47,935
05	Hydroelectric Plant Operator	\$53,900
06	Hydroelectric Plant Operator	\$64,680

Pay Band	Occupation	
	Title	Market
	Operator	
06	Hydrologist	\$54,572
07	Industrial Production Mgr	\$69,750
06	Industries Sales Rep	\$52,738
02	Institution Attendant	\$19,560
03	Institution Attendant	\$23,472
05	Instructional Coordinator	\$43,833
06	Instructional Coordinator	\$52,600
07	Instructional Coordinator	\$63,120
04	Instrument Calibration Tch	\$41,900
02	Insurance Claims Clerk	\$24,679
05	Insurance Claims Examiner	\$39,700
06	Insurance Claims Examiner	\$47,640
03	Insurance Claims Technician	\$29,615
04	Insurance Claims Technician	\$35,538
06	Investment Analyst	\$64,500
07	Investment Analyst	\$77,400
06	Labor Relations Specialist	\$50,834
07	Labor Relations Specialist	\$61,001
05	Land Agent	\$45,814
06	Land Agent	\$54,977
01	Laundry Worker	\$18,850
02	Laundry Worker	\$22,620
03	Laundry Worker	\$27,144
07	Law Enforcement Manager	\$81,153
08	Law Enforcement Manager	\$97,384
06	Lawyer	\$60,902
07	Lawyer	\$73,082
08	Lawyer	\$87,698
03	Legal Secretary	\$27,709
04	Legal Secretary	\$33,251
05	Librarian	\$36,346
06	Librarian	\$43,615
07	Librarian	\$52,338
02	Library Technician	\$23,498
03	Library Technician	\$28,197
04	Library Technician	\$33,837
05	License Examiner Specialist	\$33,913

Pay Band	Occupation	
	Title	Market
06	License Examiner Specialist	\$40,695
02	License Permit Clerk	\$22,625
03	License Permit Technician	\$27,150
04	License Permit Technician	\$32,580
01	Lifeguard	\$18,850
02	Lifeguard	\$22,620
05	Livestock Crime Investigator	\$44,483
06	Livestock Crime Investigator	\$53,379
03	Livestock Inspector	\$32,550
04	Livestock Inspector Sup	\$37,100
05	Livestock Inspector Sup	\$44,520
06	Livestock Inspector Sup	\$53,424
05	Logistician	\$41,333
06	Logistician	\$49,600
05	Lottery Sales Representative	\$45,938
06	Lottery Sales SupMgr	\$59,900
03	LPN	\$34,600
04	LPN	\$41,520
01	Mail Clerk	\$18,850
02	Mail Clerk	\$22,620
03	Mail Clerk	\$27,144
02	Maintenance Worker	\$24,250
03	Maintenance Worker	\$29,100
04	Maintenance Worker	\$34,920
05	Maintenance Worker	\$41,904
05	Management Analyst	\$41,875
06	Management Analyst	\$50,250
07	Management Analyst	\$60,300
02	Materials Inspection Aide	\$21,457
03	Materials Inspection Aide	\$25,748
04	Materials Inspection Tch	\$30,898
05	Materials Lab Specialist	\$48,194
06	Materials Lab Specialist	\$57,833
04	Meat Inspector	\$39,060
04	Mechanic Maintenance SupMgr	\$39,846
05	Mechanic Maintenance SupMgr	\$47,815
06	Mechanic Maintenance	\$57,378

Pay Band	Occupation Title	Market
	SupMgr	
06	Mechanical Engineer PE	\$64,000
07	Mechanical Engineer PE	\$76,800
08	Mechanical Engineer PE	\$92,160
05	Mechanical Engineering Spc	\$53,333
06	Mechanical Engineering Spc	\$64,000
07	Mechanical Engineering Spc	\$76,800
06	Mediator	\$56,700
07	Mediator	\$68,040
04	Medical Assistant	\$29,580
09	Medical Examiner	\$187,634
07	Medical Health Services Mgr	\$65,865
08	Medical Health Services Mgr	\$79,038
03	Medical Records Technician	\$28,380
04	Medical Records Technician	\$34,056
02	Medical Secretary	\$28,450
03	Medical Secretary	\$34,140
05	Medical Social Worker	\$34,122
06	Medical Social Worker	\$40,946
05	Mental Health Counselor	\$31,850
06	Mental Health Counselor	\$38,220
05	Metrologist	\$47,083
06	Metrologist	\$56,500
03	Microfilm Print Technician	\$23,650
04	Microfilm Print Technician	\$28,380
05	Mobile Electronics Tcg	\$41,200
06	Mobile Electronics Tcg	\$49,440
04	Motor Vehicle Safety Inspector	\$35,583
05	Motor Vehicle Safety Inspector	\$42,700
05	Museum Exhibit Specialist	\$43,583
03	Museum Exhibit Technician	\$30,266
04	Museum Exhibit Technician	\$36,319
05	Network Administrator	\$41,580
06	Network Administrator	\$49,896
07	Network Administrator	\$59,875

Pay Band	Occupation Title	Market
05	Network Systems Analyst	\$43,002
06	Network Systems Analyst	\$51,602
07	Network Systems Analyst	\$61,923
07	Nurse Practitioner	\$70,800
01	Nursing Aide	\$18,958
02	Nursing Aide	\$22,750
03	Nursing Aide	\$27,300
06	Nursing Services Manager	\$61,944
07	Nursing Services Manager	\$74,333
08	Nursing Services Manager	\$89,200
05	Occupational Therapist	\$47,334
06	Occupational Therapist	\$56,800
05	Occupationl Health Safety Spc	\$45,000
06	Occupationl Health Safety Spc	\$54,000
07	Operations Manager	\$93,262
08	Operations Manager	\$111,914
09	Operations Manager	\$134,297
05	Operations Research Analyst	\$45,750
06	Operations Research Analyst	\$54,900
07	Operations Research Analyst	\$65,880
04	Paralegal Legal Assistant	\$33,207
05	Paralegal Legal Assistant	\$39,848
06	Paralegal Legal Assistant	\$47,818
04	Park Naturalist	\$38,043
05	Park Naturalist	\$45,652
04	Park Ranger	\$38,043
05	Park Ranger	\$45,652
05	Parks Management Specialist	\$50,738
03	Payroll Technician	\$29,550
04	Payroll Technician	\$35,460
05	Personnel Recruiter	\$37,631
06	Personnel Recruiter	\$45,157
06	Petroleum Engineer	\$61,000
07	Pharmacist	\$93,413
02	Pharmacy Aide	\$20,900
05	Photogrammetrist	\$33,625
06	Photogrammetrist	\$40,350

Pay Band	Occupation Title	Market
04	Photographer	\$37,994
05	Photographer	\$45,593
09	Physician	\$150,284
07	Physician Assistant	\$71,600
05	Planner	\$46,925
06	Planner	\$56,310
07	Planner	\$67,571
03	Planning Technician	\$28,000
04	Planning Technician	\$33,600
05	Plant Science Specialist	\$37,957
06	Plant Science Specialist	\$45,548
04	Plumber	\$41,400
03	Police Fire Dispatcher	\$37,648
04	Police Fire Dispatcher	\$41,413
06	Principal	\$65,836
07	Principal	\$79,003
02	Printing Machine Operator	\$23,208
03	Printing Machine Operator	\$27,850
04	Printing Machine Operator	\$33,420
03	Printng Duplicatng Svc SupMgr	\$30,249
04	Printng Duplicatng Svc SupMgr	\$36,299
05	Printng Duplicatng Svc SupMgr	\$43,559
06	Printng Duplicatng Svc SupMgr	\$52,271
05	Probation Parole Officer	\$38,245
06	Probation Parole Officer	\$45,894
04	Production Services SupMgr	\$36,299
05	Production Services SupMgr	\$43,559
06	Production Services SupMgr	\$52,271
06	Program Manager	\$63,245
07	Program Manager	\$75,894
08	Program Manager	\$91,073
06	Project Facilitation Specialist	\$53,148
07	Project Facilitation Specialist	\$63,777
03	Proofreader	\$36,000
02	Psychiatric Aide	\$25,300
03	Psychiatric Aide	\$30,360
09	Psychiatrist	\$165,800

Pay Band	Occupation Title	Market
05	Public Relations Specialist	\$37,256
06	Public Relations Specialist	\$44,707
07	Public Relations Specialist	\$53,648
05	Purchasing Agent	\$39,406
06	Purchasing Agent	\$47,287
03	Purchasing Technician	\$30,000
04	Purchasing Technician	\$36,000
05	Railroad Inspector	\$43,350
04	Ranch Forestry Supervisor	\$42,600
05	Ranch Forestry Supervisor	\$51,120
06	Ranch Forestry Supervisor	\$61,344
05	Range Management Specialist	\$45,003
06	Range Management Specialist	\$54,004
05	Real Estate Appraiser	\$38,700
06	Real Estate Appraiser	\$46,440
02	Receptionist	\$22,594
03	Records Management Ast	\$24,916
04	Records Management Ast	\$29,899
04	Recreation Therapist	\$31,500
05	Recreation Therapist	\$37,800
06	Recreation Therapist	\$45,360
04	Recreational Technician	\$30,044
05	Registered Nurse	\$51,400
06	Registered Nurse	\$61,680
07	Registered Nurse	\$74,016
06	Regulatory Program Manager	\$63,245
07	Regulatory Program Manager	\$75,894
08	Regulatory Program Manger	\$91,073
04	Rehabilitation Counselor	\$28,973
05	Rehabilitation Counselor	\$34,768
06	Rehabilitation Counselor	\$41,721
01	Resident Health Aide Resource	\$18,850
07	Conservation Mgr	\$80,750
04	Retail Sales SupMgr	\$38,117
05	Retail Sales SupMgr	\$45,740
05	Right Of Way	\$43,056

Pay Band	Occupation Title	Market
	Specialist	
06	Right Of Way Specialist	\$51,667
	Right Of Way	
03	Technician	\$29,900
	Right Of Way	
04	Technician	\$35,880
	Science Program	
06	Sup/Mgr	\$64,800
	Science Program	
07	Sup/Mgr	\$77,760
04	Science Technician	\$34,200
02	Secretary	\$24,673
03	Secretary	\$29,608
02	Security Guard	\$24,755
03	Security Guard	\$29,706
	Shipping Receiving	
02	Clerk	\$25,350
	Social Community Svc	
06	Mgr	\$59,944
	Social Community Svc	
07	Mgr	\$71,933
	Social Community Svc	
08	Mgr	\$86,319
02	Social Service Aide	\$21,950
03	Social Service Aide	\$24,960
	Social Services	
05	Specialist	\$33,650
	Social Services	
04	Technician	\$28,042
06	Soil Science Specialist	\$45,548
06	Speech Pathologist	\$54,559
07	Speech Pathologist	\$65,471
02	Statistical Aide	\$22,164
03	Statistical Assistant	\$26,597
04	Statistical Assistant	\$31,916
05	Statistician	\$38,917
06	Statistician	\$46,700
02	Store Clerk	\$27,325
	Substance Abuse	
05	Counselor	\$34,090
	Substance Abuse	
06	Counselor	\$40,907
03	Supply Assistant	\$32,790
01	Supply Clerk	\$22,771
02	Supply Clerk	\$27,325
01	Survey Interviewer	\$19,965
02	Survey Interviewer	\$23,958
04	Surveyor	\$37,249
05	Surveyor	\$44,699
06	Surveyor	\$53,639

Pay Band	Occupation Title	Market
04	Tax Appraiser	\$32,250
05	Tax Appraiser	\$38,700
06	Tax Appraiser	\$46,440
02	Tax Clerk	\$23,288
05	Tax Examiner	\$39,501
06	Tax Examiner	\$47,401
06	Tax Policy Analyst	\$51,875
07	Tax Policy Analyst	\$62,250
03	Tax Technician	\$27,946
04	Tax Technician	\$33,535
02	Teacher Aide	\$22,700
03	Teacher Aide	\$25,121
05	Teacher Secondary	\$33,983
06	Teacher Secondary	\$40,779
	Teacher Special	
05	Education 9 & Up	\$33,375
	Teacher Special	
06	Education 9 & Up	\$40,050
05	Technical Writer	\$38,251
06	Technical Writer	\$45,901
	Telecommunications	
05	Spc	\$41,474
	Telecommunications	
06	Spc	\$49,769
	Telecommunications	
07	Spc	\$59,722
	Telemarketing	
03	Technician	\$34,200
	Telemarketing	
04	Technician	\$41,040
02	Tour Guide	\$18,850
	Training Development	
05	Spc	\$35,158
	Training Development	
06	Spc	\$42,189
07	Training Manager	\$73,750
05	Transportation Planner	\$46,716
06	Transportation Planner	\$56,060
07	Transportation Planner	\$67,271
03	UI Claims Examiner	\$27,250
04	UI Claims Examiner	\$32,700
05	Utility Engineering Spc	\$45,200
06	Utility Engineering Spc	\$54,239
04	Utility Engineering Tch	\$37,666
07	Utility Rate Analyst	\$61,580
	Veterans Services	
05	Specialist	\$44,039
	Veterans Services	
06	Specialist	\$52,847
04	Veterans Services Tch	\$36,699

Pay Band	Occupation	
	Title	Market
07	Veterinarian	\$64,104
08	Veterinarian	\$76,925
04	Warehouse Supervisor	\$40,628
03	Warehouse Worker	\$27,565
04	Warehouse Worker	\$33,078
05	Water Conservation Specialist	\$49,018
	Water Conservation Specialist	
06	Water Conservation Specialist	\$58,821
	Water Conservation Specialist	
07	Water Rights Technician	\$70,586
	Water Rights Technician	
04	Technician	\$30,578
03	Water Safety Officer	\$27,144
06	Web Developer	\$54,500
02	Word Processor	\$25,667
03	Word Processor	\$30,800

Appendix E – Executive Branch Comparisons

Comparison of Montana Labor Force to Executive Branch by Race

Montana Labor Force by Race 2000 U.S. Census Data							
EEO Category	Total	White	%	American Indian or Alaska Native	%	All Other Minorities	%
Officials and Managers	69,755	66,215	94.9%	2,219	3.2%	1,303	1.9%
Professional	75,275	70,280	93.4%	3,135	4.2%	1,852	2.5%
Technicians	9,920	9,205	92.8%	510	5.1%	215	2.2%
Protective Service	7,545	6,185	82.0%	1,103	14.6%	260	3.4%
Paraprofessional	NA	NA	NA	NA	NA	NA	NA
Administrative Support	104,760	96,245	91.9%	5,550	5.3%	2,974	2.8%
Skilled Craft	51,060	47,095	92.2%	2,793	5.5%	1,166	2.3%
Service Maintenance	133,850	119,640	89.4%	9,175	6.9%	5,025	3.8%
Total	454,685	416,635	91.6%	25,175	5.5%	12,852	2.8%

Source: U.S. Census Bureau, Census 2000 Special Equal Employment Opportunity Tabulation

Executive Branch by Race January 12, 2009							
EEO Category	Total	White	%	American Indian or Alaska Native	%	All Other Minorities	%
Officials and Managers	783	745	95.1%	6	0.8%	8	1.0%
Professional	5,961	5364	90.0%	134	2.2%	92	1.5%
Technicians	1,802	1570	87.1%	29	1.6%	33	1.8%
Protective Service	965	856	88.7%	17	1.8%	17	1.8%
Paraprofessional	441	368	83.4%	16	3.6%	16	3.6%
Administrative Support	465	410	88.2%	11	2.4%	7	1.5%
Skilled Craft	825	754	91.4%	38	4.6%	7	0.8%
Service Maintenance	317	276	87.1%	7	2.2%	8	2.5%
Total	11,559	10,343	89.5%	258	2.2%	188	1.6%

Note: Table does not include the 770 (6.7%) employees who did not specify their race.

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Comparison of Montana Labor Force to Executive Branch by Gender

Montana Labor Force by Gender 2000 U.S. Census Data					
EEO Category	Total	Women	%	Men	%
Officials and Managers	69,755	25,055	35.9%	44,682	64.1%
Professional	75,275	41,964	55.7%	33,303	44.2%
Technicians	9,920	5,953	60.0%	3,977	40.1%
Protective Service	7,545	1,451	19.2%	6,097	80.8%
Paraprofessional	NA	NA	NA	NA	NA
Administrative Support	104,760	74,380	71.0%	30,389	29.0%
Skilled Craft	51,060	2,666	5.2%	48,388	94.8%
Service Maintenance	133,850	59,510	44.5%	74,330	55.5%
Total	454,685	212,203	46.7%	242,459	53.3%

Source: U.S. Census Bureau, Census 2000 Special Equal Employment Opportunity Tabulation

Executive Branch by Gender January 12, 2009					
EEO Category	Total	Women	%	Men	%
Officials and Managers	783	291	37.2%	492	62.8%
Professional	5,961	3,129	52.5%	2,832	47.5%
Technicians	1,802	1,364	75.7%	438	24.3%
Protective Service	965	153	15.9%	812	84.1%
Paraprofessional	441	280	63.5%	161	36.5%
Administrative Support	465	396	85.2%	69	14.8%
Skilled Craft	825	28	3.4%	797	96.6%
Service Maintenance	317	129	40.7%	188	59.3%
Total	11,559	5,770	49.9%	5,789	50.1%

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Executive Branch – 2008 New Hires by Race and Gender

New Hires by Race January 12, 2009							
EEO Category	Total	White	%	American Indian or Alaska Native	%	All Other Minorities	%
Officials and Managers	25	23	92.0%	0	0.0%	0	0.0%
Professional	485	432	89.1%	15	3.1%	13	2.7%
Technicians	206	179	86.9%	4	1.9%	3	1.5%
Protective Service	112	98	87.5%	4	3.6%	2	1.8%
Paraprofessional	59	46	78.0%	8	13.6%	1	1.7%
Administrative Support	72	62	86.1%	1	1.4%	3	4.2%
Skilled Craft	34	27	79.4%	3	8.8%	0	0.0%
Service Maintenance	74	45	60.8%	10	13.5%	1	1.4%
Total	1,067	912	85.5%	45	4.2%	23	2.0%

Note: Table does not include the 87 (8.2%) employees who did not specify their race.

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

New Hires by Gender January 12, 2009					
EEO Category	Total	Women	%	Men	%
Officials and Managers	25	4	16%	21	84%
Professional	485	258	53%	227	47%
Technicians	206	145	70%	61	30%
Protective Service	112	36	32%	76	68%
Paraprofessional	59	36	61%	23	39%
Administrative Support	72	61	85%	11	15%
Skilled Craft	34	2	6%	32	94%
Service Maintenance	74	50	68%	24	32%
Total	1,067	592	55%	475	45%

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Executive Branch – 5-Year Comparison by Race and Gender

American Indian or Alaska Native by EEO Category 5-Year Comparison January 12, 2009										
	2005		2006		2007		2008		2009	
EEO Category	No.	%	No.	%	No.	%	No.	%	No.	%
Officials and Managers	6	0.7%	8	1.0%	6	0.8%	6	0.8%	6	0.77%
Professional	92	1.7%	98	1.8%	122	2.1%	130	2.2%	134	2.25%
Technicians	31	1.9%	27	1.7%	33	1.9%	29	1.6%	29	1.61%
Protective Service	15	1.8%	15	1.8%	15	1.7%	17	1.8%	17	1.76%
Paraprofessional	14	3.1%	16	3.6%	12	2.7%	12	2.6%	16	3.63%
Administrative Support	10	1.7%	10	1.7%	10	1.9%	12	2.6%	11	2.37%
Skilled Craft	34	4.0%	33	3.9%	32	3.9%	31	3.8%	38	4.61%
Service Maintenance	8	2.2%	4	1.2%	3	1.0%	3	0.9%	7	2.21%
Total	210	1.9%	211	1.9%	233	2.1%	240	2.1%	258	2.23%

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

All Other Minorities by EEO Category 5-Year Comparison January 12, 2009										
	2005		2006		2007		2008		2009	
EEO Category	No.	%	No.	%	No.	%	No.	%	No.	%
Officials and Managers	10	1.2%	9	1.1%	9	1.1%	7	0.9%	8	1.02%
Professional	65	1.2%	70	1.3%	78	1.4%	86	1.5%	92	1.54%
Technicians	24	1.5%	29	1.8%	26	1.5%	28	1.5%	33	1.83%
Protective Service	10	1.2%	12	1.4%	14	1.6%	21	2.3%	17	1.76%
Paraprofessional	15	3.4%	12	2.7%	16	3.6%	15	3.3%	16	3.63%
Administrative Support	15	2.6%	15	2.6%	12	2.3%	8	1.7%	7	1.51%
Skilled Craft	6	0.7%	6	0.7%	5	0.6%	5	0.6%	7	0.85%
Service Maintenance	9	2.5%	9	2.8%	10	3.2%	10	3.1%	8	2.52%
Total	154	1.4%	162	1.5%	170	1.5%	180	1.6%	188	1.63%

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

**Women by EEO Category
5-Year Comparison
January 12, 2009**

	2005		2006		2007		2008		2009	
EEO Category	No.	%	No.	%	No.	%	No.	%	No.	%
Officials and Managers	263	32.4%	274	33.4%	260	32.6%	277	36.0%	291	37.2%
Professional	2,722	51.1%	2,778	50.9%	2,922	51.0%	2,969	51.1%	3,129	52.5%
Technicians	1,172	73.3%	1,172	74.6%	1,329	76.9%	1,395	76.3%	1,364	75.7%
Protective Service	103	12.5%	114	13.4%	121	13.5%	144	15.6%	153	15.9%
Paraprofessional	272	60.9%	269	61.0%	289	64.7%	298	65.5%	280	63.5%
Administrative Support	511	87.8%	506	87.7%	446	86.6%	399	85.1%	396	85.2%
Skilled Craft	30	3.5%	33	3.9%	26	3.2%	29	3.5%	28	3.4%
Service Maintenance	122	34.1%	118	36.8%	109	34.9%	121	37.1%	129	40.7%
Total	5,195	48.1%	5,264	48.3%	5,502	48.9%	5,632	49.4%	5,770	49.9%

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Executive Branch – Average Salary by Race and Gender

**Average Salary by Race
January 12, 2009**

	White		American Indian or Alaska Native		All Other Minorities	
EEO Category	Hourly	Annual	Hourly	Annual	Hourly	Annual
Officials and Managers	\$33.50	\$69,681.33	\$34.36	\$71,473.83	35.21	\$73,227.63
Professional	\$22.84	\$47,500.70	\$19.57	\$40,696.99	22.17	\$46,107.48
Technicians	\$14.56	\$30,293.75	\$13.94	\$29,003.23	14.39	\$29,922.45
Protective Service	\$18.07	\$37,576.26	\$16.57	\$34,455.67	16.68	\$34,699.96
Paraprofessional	\$12.24	\$25,453.90	\$11.52	\$23,951.50	11.42	\$23,745.97
Administrative Support	\$13.20	\$27,462.37	\$12.48	\$25,966.20	10.33	\$21,476.42
Skilled Craft	\$19.15	\$39,828.20	\$19.39	\$40,327.20	17.55	\$36,494.68
Service Maintenance	\$14.27	\$29,678.19	\$11.57	\$24,074.52	11.01	\$22,910.38

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

**Average Salary by Gender
January 12, 2009**

	Women		Men	
EEO Category	Hourly	Annual	Hourly	Annual
Officials and Managers	\$31.87	\$66,296.76	\$34.29	\$71,316.43
Professional	\$21.09	\$43,874.40	\$24.38	\$50,704.37
Technicians	\$14.12	\$29,373.71	\$15.47	\$32,172.78
Protective Service	\$15.66	\$32,582.65	\$18.37	\$38,216.16
Paraprofessional	\$11.96	\$24,869.70	\$12.32	\$25,635.99
Administrative Support	\$13.12	\$27,280.51	\$12.36	\$25,706.33
Skilled Craft	\$16.82	\$34,995.85	\$19.15	\$39,832.30
Service Maintenance	\$10.73	\$22,320.47	\$16.16	\$33,604.66

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Appendix F – Employee Demographic Data by Department

Executive Branch Employees By Department As of January 12, 2009					
Department	Regular	%	Temporary Seasonal	%	Total Employees
Administration	533	96.6%	19	3.4%	552
Agriculture	98	94.2%	6	5.8%	104
Board of Public Education	3	100.0%	0	0.0%	3
Commerce	176	96.2%	7	3.8%	183
Department of Corrections	1,276	99.2%	10	0.8%	1,286
Environmental Quality	423	97.5%	11	2.5%	434
Fish, Wildlife, & Parks	619	75.9%	197	24.1%	816
Governor's Office	33	100.0%	0	0.0%	33
Justice	753	98.8%	9	1.2%	762
Labor & Industry	749	95.7%	34	4.3%	783
Livestock	139	94.6%	8	5.4%	147
Military Affairs	191	98.5%	3	1.5%	194
Montana Arts Council	11	91.7%	1	8.3%	12
Montana Historical Society	62	89.9%	7	10.1%	69
Montana State Library	45	100.0%	0	0.0%	45
Natural Resources & Conservation	491	91.1%	48	8.9%	539
Office of Public Instruction	159	53.9%	136	46.1%	295
Office of the Public Defender	183	100.0%	0	0.0%	183
Political Practices	4	100.0%	0	0.0%	4
Public Health & Human Services	2,799	97.5%	71	2.5%	2,870
Public Service Commission	30	100.0%	0	0.0%	30
Revenue	622	98.9%	7	1.1%	629
School for Deaf & Blind	42	85.7%	7	14.3%	49
Secretary of State	49	90.7%	5	9.3%	54
State Auditor	60	96.8%	2	3.2%	62
Transportation	2,009	88.7%	256	11.3%	2,265
Totals	11,559	93.2%	844	6.8%	12,403

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Average Years of Service for Executive Branch Employees By Department As of January 12, 2009		
Department	Employees	Average Years of Service
Administration	533	11.56
Agriculture	98	9.86
Board of Public Education	3	7.33
Commerce	176	11.86
Department of Corrections	1,276	10.05
Environmental Quality	423	10.89
Fish, Wildlife, & Parks	619	13.81
Governor's Office	33	10.45
Justice	753	12.07
Labor & Industry	749	12.25
Livestock	139	13.24
Military Affairs	191	9.43
Montana Arts Council	11	8.91
Montana Historical Society	62	12.03
Montana State Library	45	11.31
Natural Resources & Conservation	491	13.08
Office of Public Instruction	159	11.98
Office of the Public Defender	183	4.57
Political Practices	4	3.75
Public Health & Human Services	2,799	12.10
Public Service Commission	30	15.70
Revenue	622	11.00
School for Deaf & Blind	42	9.69
Secretary of State	49	10.24
State Auditor	60	12.38
Transportation	2,009	13.78

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

Average Age of Executive Branch Employees By Department As of January 12, 2009		
Department	Average Age	
	Regular	Temporary Seasonal
Administration	48	46
Agriculture	43	43
Board of Public Education	39	--
Commerce	47	46
Department of Corrections	45	47
Environmental Quality	47	44
Fish, Wildlife, & Parks	45	45
Governor's Office	46	--
Justice	45	35
Labor & Industry	50	47
Livestock	49	55
Military Affairs	46	40
Montana Arts Council	52	64
Montana Historical Society	50	59
Montana State Library	48	--
Natural Resources & Conservation	48	41
Office of Public Instruction	50	56
Office of the Public Defender	42	--
Political Practices	31	--
Public Health & Human Services	48	35
Public Service Commission	52	--
Revenue	46	36
School for Deaf & Blind	47	47
Secretary of State	46	30
State Auditor	49	32
Transportation	47	45

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

**Hire and Turnover Rates for Executive Branch
By Department
For Calendar Year 2008**

Department	Total Hire Rates*			Total Turnover**		
	Hire	Workforce	Hire Rate	Turnover	Workforce	Turnover Rate%
Administration	85	533	15.9%	85	533	15.95%
Agriculture	14	98	14.3%	14	98	14.29%
Board of Public Education	0	3	0.0%	0	3	0.00%
Commerce	23	176	13.1%	26	176	14.77%
Corrections	266	1,276	20.8%	213	1276	16.69%
Environmental Quality	80	423	18.9%	38	423	8.98%
Fish, Wildlife, & Parks	111	619	17.9%	57	619	9.21%
Governor's Office	11	33	33.3%	10	33	30.30%
Justice	79	753	10.5%	66	753	8.76%
Labor & Industry	66	749	8.8%	97	749	12.95%
Livestock	22	139	15.8%	17	139	12.23%
Military Affairs	36	191	18.8%	27	191	14.14%
Montana Arts Council	0	11	0.0%	0	11	0.00%
Montana Historical Society	8	62	12.9%	8	62	12.90%
Montana State Library	12	45	26.7%	5	45	11.11%
Natural Resources & Conservation	50	491	10.2%	47	491	9.57%
Office of Public Instruction	25	159	15.7%	21	159	13.21%
Office of the Public Defender	59	183	32.2%	59	183	32.24%
Political Practices	0	4	0.0%	0	4	0.00%
Public Health & Human Services	460	2,799	16.4%	434	2799	15.51%
Public Service Commission	4	30	13.3%	2	30	6.67%
Revenue	86	622	13.8%	53	622	8.52%
School for Deaf & Blind	21	42	50.0%	18	42	42.86%
Secretary of State	11	49	22.4%	3	49	6.12%
State Auditor	6	60	10.0%	14	60	23.33%
Transportation	89	2,009	4.4%	192	2009	9.56%
Totals	1,624	11,559	14.0%	1506	11,559	13.03%

* Includes the total of new hires, rehires and transfers in

** Includes the total termination and transfers out

Source: Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.